

'THE RUDDER'

Sailings of the U.S. Navy Medical Service Corps



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Feb 2023

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Cover photo: Manpower and Personnel officers stationed aboard the Bureau of Medicine and Surgery representing the 33 members of this month's Specialty in the Spotlight.

FROM THE MSC DIRECTOR

Colleagues, greetings to all of you around the world serving to support our Navy Medicine mission. As I visit MSCs in action I cannot say enough of how proud I am to serve as your Director of the Medical Service Corps. Thank you for your professionalism and your dedicated service to our Corps and the Navy.

The annual Specialty Leader Business Meeting was held this February at the Defense Health Headquarters. I may be biased but I believe it was the best since the annual meeting's inception. The Active and Reserve Specialty leaders and Assistant Specialty Leaders heard from key Navy Medicine leaders, gained a deeper understanding of the new campaign order and worked together to develop a way forward as a Corps. It was truly a remarkable event.

Speaking of Specialty Leaders, CAPT Hardin did an excellent job of explaining their role and the role of detailers in the "From the Detailers" article this month. Congratulations to LCDR Rob Summers for his selection as the next Audiology Specialty Leader. Thank you, CDR Jason Jones, for all that you've accomplished for your community during your tenure.

The Specialty in the Spotlight this month is Manpower and Personnel. This specialty is led by CDR Sandeep Kumar as the Specialty Leader and LCDR Joseph LaBarbera as the Assistant Specialty Leader. While there may only be 33 sailors with the Manpower and Personnel specialty, they have an extraordinary impact within Navy Medicine. Read on to learn more about how Manpower and Personnel Officers provide astute leadership and oversight to support analysis of Navy Medicine's



responses to inquiries within the National Defense Authorization Acts, respond to the transition of Medical Treatment Facilities to the Defense Health Agency, and manpower divestitures.

With National Kidney Month recognized in March it is only fitting that the team of Aerospace Experimental Psychology authors from the Naval Medical Research Unit Dayton would share the latest studies being conducted related to urine retention, tactical dehydration, and the usability of bladder relief devices. Who would have thought that only mild dehydration can result in a 40% reduction in G-tolerance.

Additionally, this edition we focus on how highly reliable organizations understand there is more to HRO principles than avoiding catastrophes in an environment where risk factors and complexity occur naturally. The Financial Management HRO Spotlight article by CDR Jodi Philips recognizes LT Michael Sokolowski as a model High Reliability Leader while serving as the Comptroller at U.S. Naval Medical Readiness Training Command Okinawa.

Lastly, I please see the embedded link below from a recent 60 Minutes episode on the US Navy and China. I strongly recommend each of you watch as a primer to understand our challenges in the Pacific.

60 Minutes: The State of the Navy

In closing, thank you again to each and every one of you for what you do to support our Navy Medicine Mission!

M. Case #20

M. CASE
Rear Admiral, Medical Service Corps
United States Navy
Director, Medical Service Corps

THE RUDDER

STAFF NEEDED

COMMUNICATION - TECHNOLOGY - MOTIVATION

A ROTATIONAL COMMITMENT: PRIMARY COLLATERAL AND
ASSISTANT EDITOR APPROXIMATELY ONCE EVERY 6 MONTHS

20 - 40 HOURS DEPENDING ON THE EDITION

**"This is how you do it: you sit down at the
keyboard and you put one word after
another until it's done. It's that easy, and
that hard." - Neil Gaiman**

Email LT Nicole Plazio at
nicole.plazio.mil@health.mil

CORPS CHIEF'S OFFICE

SPECIALTY LEADER UPDATE



Outgoing Audiology Specialty Leader
 CDR Jason Jones
 (850) 505-6804 (Work)
JASON.M.JONES22.MIL@HEALTH.MIL



The Corps Chief's Office will begin announcing Specialty Leaders and Assistant Specialty Leaders as they are selected in The Rudder.

Thank you to CDR Jason Jones for serving diligently as the Audiology Specialty Leader. We are grateful for your commitment to our mission and the dedication you put forth. Your efforts are truly appreciated.

We welcome aboard LCDR Robert "Rob" Summers. Congratulations on your selection as the next Audiology Specialty Leader!



New Audiology Specialty Leader
 LCDR Robert "Rob" Summers
 (757) 953-0425 (Work)
ROBERT.C.SUMMERS20.MIL@HEALTH.MIL

Click [here](#) to access the full Specialty Leader and Assistant Specialty Leader Directory on the milSuite page.

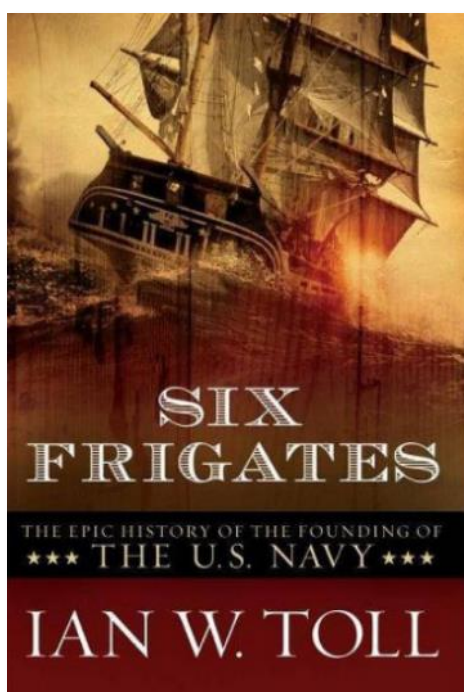
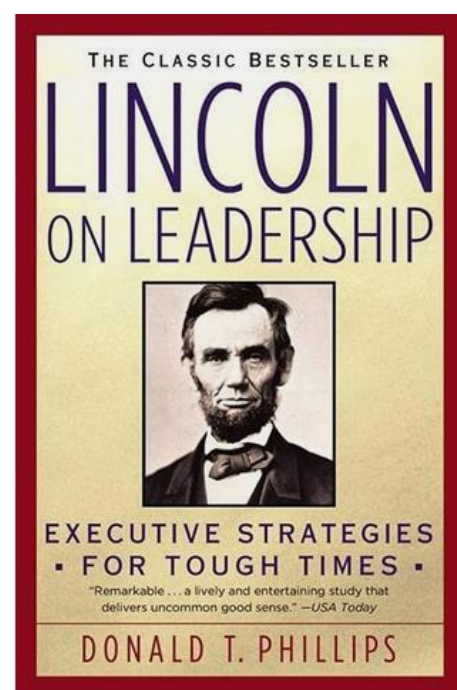
THE CORPS CHIEF'S BOOK CLUB

Lincoln on Leadership: Executive Strategies for Tough Times

by Donald T. Phillips

Recommended by: Julius L. Evans, Public Affairs Officer, Naval Medical Readiness Logistics Command

Summary: This is quite possibly one of the best books I have read on leadership – and I've read a few. Author Donald Phillips conducted extensive research on how Lincoln, an unlikely candidate, ultimately became one of this nation's greatest leaders. He examines his relationship with his general officers. Much of his dialogue is with them or to them. He exercises LBWA or "leadership by walking around." He documents his feelings about his leadership team's performance, what they could do better, what they should change, and how he influenced them to change. The most poignant point I have taken from this book, which I read twice and that I still practice today, is the art of expressing my opinions in writing and then discarding the letter without forwarding it. Imagine the conflicts that could be avoided if that email simply weren't sent. Unlike "The 48 Laws of Power," "Lincoln on Leadership" is a quick read. It is close to 200 pages and can be read in one sitting. The lessons are so powerful, they bear repeating. I believe every MSC officer will benefit with the executive strategies for tough times, which is "Lincoln on Leadership."



Six Frigates: The Epic History of the Founding of the U.S. Navy by Ian W. Toll

Recommended by: CDR Alexander Aldana, MSC, USN

With the Naval Act of 1794, Congress authorized the construction of the original six frigates for the U.S. Navy. The objective was to force the Barbary States of North Africa to stop capturing American merchantmen and enslaving their crews. The legislation required the construction of four ships to carry 44 guns each and two ships to carry 36 guns each. While the book provides an interesting, detailed look into our early history, it also highlights the issues the acquisition professionals of their day were dealing with, from managing competition, supply issues, and cost overruns. Especially exciting if you are or were an East Coast Sailor being surrounded by this rich history!

CORPS CHIEF'S OFFICE

SPECIALTY LEADER BUSINESS MEETING





The annual Specialty Leader Business Meeting is an opportunity for both Active and Reserve Specialty Leaders (SL) and Assistant Specialty Leaders (ASL) to meet and to engage with senior BUMED leadership. The group met in person for the first time in three years at the Defense Health Headquarters in Falls Church, Va. from 21 to 23 February 2023. The three-day agenda included a variety of guest speakers who outlined the strategic environment and priorities as we adapt across all domains of One Navy Medicine to deliver manned, trained, equipped, maintained, sustained, and certified medical units which provide ensuring support to the Fleet, Marine Corps, and Joint Forces.

This year, the Specialty Leader Business Meeting included facilitated components to align the Corps with Navy Medicine's mission, vision, North Star, and other priorities. Stay tuned to The Rudder for additional information and opportunities to support the Corps as we refine our FY23 and FY24 goals and initiatives.

If you aspire to be Specialty Leader or Assistant Specialty Leader and would like to learn more about their role, please use the [link](#) to access the SL and ASL Directory and to contact your subspecialty's representatives.



RESERVE UPDATE

SPECIALTY LEADER BUSINESS MEETING



Falls Church, Va. Pictured above: Reserve Medical Service Corps Leaders at the Specialty Leader, DFA, and Senior Executives Leadership conference held at BUMED 21-24 February 2023. Front Row (L-R): CAPT Anthony LaCourse, CO 4th MED BN; LCDR Patricia Salazar, ADFA EMG GL; CDR Sara Thomas, PT/OT SL; LCDR Jennifer Turney, PA SL; CDR Damita Zweiback, HCA/Med Info Tech SL; LCDR Ester Do, Med Lab Scientist SL; CAPT Sharlene Gee, Optometry /Dietetics SL; CDR Kristina Carter, DFA NR NMRTC Portsmouth; and LCDR Danielle Sterner, Dietetics ASL. Back Row (L-R): LCDR Devon Peter, POMI ASL; CAPT(s) Rudolph Herrera, MSC SE CNFK; CDR Melissa Oldham, Med Log SL; CAPT Randall Hodo, DFA NR NMRTC Corpus Christi; CDR Suzanne Wood, DFA EMF Camp Pendleton; CAPT Katherine Ormsbee, OIC NR BUMED; CDR Robert Martinez, Microbiology/EHO SL; CAPT Elizabeth Dykstra, S1, SE 4th MED BN; CDR Michael Bay, Entomology SL; CAPT Kenneth McAndrews, DCOS; CDR Ryan McDonald, Clinical Psychology SL; CDR Daniel Landry, PAD SL; CDR Scot Holuby, Pharmacy SL; CDR Christine Seden-sky, DFA EMF Bethesda; CDR Brian Potoski, DFA NR NMRTC Camp Lejeune; LCDR Steven Gnillka, HCA ASL; LCDR Mark Green, Community Manager BUPERS 351; LCDR Bruan Goff, IHO SL; and CDR Mario Rodriguez SE NR BUMED.



Falls Church, Va. Pictured left: RDML David Buzzetti, Deputy Chief of Staff, Reserve Component, OPNAV N093, addresses the Reserve Medical Service Corps Leaders during the Specialty Leader, DFA, and Senior Executives Leadership conference held at BUMED 21-24 February 2023.



Falls Church, Va. Pictured left: CDR Ryan McDonald, Reserve Clinical Psychology Specialty Leader, addresses the Reserve Medical Service Corps Leaders during the Specialty Leader, DFA, and Senior Executives Leadership conference held at BUMED.



Falls Church, Va. Pictured left: RADM Pamela Miller Vice Chief, Reserve Integration, Bureau of Medicine and Surgery, and the Medical Officer of the United States Marine Corps, addresses the Reserve Medical Service Corps Leaders during the Specialty Leader, DFA, and Senior Executives Leadership conference held at BUMED.

Falls Church, Va. Pictured right: CDR Daniel Landry, Reserve Patient Administration Specialty Leader, addresses the Reserve Medical Service Corps Leaders during the Specialty Leader, DFA, and Senior Executives Leadership conference held at BUMED.



Falls Church, Va. Pictured left: LCDR Kelly Mitzen, Physician Assistant and Strategic Plans and Operations Officer for N1R addressing the Reserve MSC Leaders during the Specialty Leader, DFA and Senior Executives Leadership conference held at BUMED.

Falls Church, Va. Pictured right: CDR Sarah Thomas, Reserve Occupational Health And Physical Therapy Specialty Leader, addresses the Reserve Medical Service Corps Leaders during the Specialty Leader, DFA and Senior Executives Leadership conference held at BUMED.



SPECIALTY LEADERS AND DETAILER ROLES IN OFFICER ASSIGNMENTS

By: CAPT Brandon W. Hardin

While Specialty Leaders and Detailers work very closely together, they have separate and distinct responsibilities and perspectives. Specialty Leaders report to the Chief, BUMED via the Director of their Corps. They serve as the Surgeon General's specialty subject matter experts (SME) and advocate for and answer inquiries regarding their specialties. In contrast, Detailers work for Navy Personnel Command (PERS), which is a line command. There are overarching PERS policies that dictate detailing processes and decisions. Policies establish tour lengths, assignment fill priority, time on station requirements, retirement, and resignation processes, exceptional family member program, etc.



Role of the Specialty Leader:

Specialty Leaders serve as a liaison between constituents, detailers, BUMED, and their specialties. They make recommendations only, they DO NOT DETAIL. They make recommendations regarding: individual augmentee deployments, cross-level TAD support, career path and progression, matching required skillset for specific billets and other duties as outlined in BUMEDINST 5420.12F. As such, they provide insight and advice to their officers and the detailer regarding officers' career management and appropriateness for assignments.

Role of the Detailer:

The Detailer's role is to be the officer's advocate. They provide career advancement and service record management advice, perform record reviews, and negotiate orders. Detailers have visibility of an officer's record, EFM status, PFA information, and can add additional qualification designators (AQDs). Detailers DETAIL. Detailers coordinate with the officer and specialty leader to balance officer professional progression and desires with the needs of the Navy. Detailers are an important part of extension requests, DUINS, and PCS orders, and they also ensure compliance with PERS policies.

The Takeaway

Detailers and Specialty Leaders work together to ensure that both the community and the officer's career needs are met. Knowledge of Specialty Leader and Detailer roles improves officers' understanding of Navy career management. Collaboration between the Officer, Specialty Leader, and Detailer is important to ensure active talent, career, and record management. This ensures that each officer has the opportunity to reach their full professional and leadership potential. Officers should communicate with senior mentors, their detailer and their specialty leader throughout their careers. At a minimum, officers should contact the specialty leader and detailer 12 months ahead of projected rotation dates (PRD) to discuss short and long-term goals, to request an extension, to discuss future desired duty stations, and to submit intent to separate or retire. Pertinent issues such as collocation and unique family circumstances, if applicable, should also be shared if it will affect officer's assignability.

For questions about this piece, please contact: CAPT Hardin, brandon.w.hardin.mil@us.navy.mil

ARTICLES OF INTEREST

JUNIOR OFFICER OUTREACH PROGRAM EXEMPLIFIES NAVY'S DIVERSITY STRATEGY

By: LT Nicholas Grant

In March 2023, four Lieutenants from the Navy's clinical psychology, intelligence, submarine, and surface warfare communities came together to participate in the Junior Officer Diversity Outreach (JODO) program in New Orleans, La. Lieutenants Andrew Bermudez, Bria Jones, Nick Grant, and Cassie Strong were accompanied by NCC LaTonya Perossier and NCC Jericus Lewis of OPNAV-N10, Outreach and Diversity, Navy Recruiting Command, as well as with MA2 Jarrett Allen and PS2 Emily Courtois from the Navy's esports team, Goats & Glory, in conducting outreach with local high schools and colleges focused on scholarship opportunities provided by the Navy.

Each officer shared their own Navy journey, including details about their career path and all of the opportunities that Navy has offered them with both students and faculty. The N10 team provided students with information about the many Navy scholarships that are available, and the Goats & Glory team shared their own stories, including how they became the best of the best to represent the Navy in esports. New Orleans was one of four cities visited by the JODO program in the first six months of 2023.

"The JODO Program was a truly unique and amazing experience," said LT Grant. "The training provided by NCC Perossier and NCC Lewis really helped me craft the narrative of my Navy journey, and getting to talk with students who were genuinely



New Orleans, La. Pictured above (L-R): NCC LaTonya Perossier, PS2 Emily Courtois, LT Cassie Strong, SWO; LT Nicholas Grant, Clinical Psychologist; LT Bria Jones, Intelligence Officer; LT Andrew Bermudez, Submariner; MA2 Jarrett Allen; and NCC Jericus Lewis at Morris Jeff High School.

interested in opportunities the Navy could provide, helped me see the immediate benefit of this program. In addition to this, getting to meet, learn from and bond with lieutenants from other communities truly made this a standout experience of my Navy career thus far. I would love to participate in this program again and hope more junior officers will consider applying."

The JODO program was established in 2021 with the mission of assisting the Navy in its effort to recruit minority applicants and to enhance Navy's image in these communities. The program brings successful naval officers from diverse backgrounds and cultures out of the fleet for a short time and places them face-to-face with students and community leaders around the country in an ef-

fort to show what is possible to achieve through Naval service. JODOs are instrumental in inspiring the future of our Navy.

The JODO Program enhances Navy Promotional Days, which is a recruitment program built specifically for the purpose of attracting the brightest, diverse college prospects, and showcasing opportunities for both military and civilian careers. Placing emphasis on STEM, this initiative creates awareness about the Navy and scholarships offered for officer enrollment, features officers from the fleet in STEM and healthcare fields, and provides networking opportunities with local Navy recruiters and other respective naval divisions.

SPECIALTY SPOTLIGHT

MANPOWER & PERSONNEL

By: LCDR Joseph LaBarbera, Manpower & Personnel Assistant Specialty Leader

The Navy Medical Service Corps' Manpower and Personnel specialty is comprised of 33 highly motivated professionals – *a community smaller in numbers, but larger in impact*. The primary mission of the Manpower and Personnel Community is to provide expert human resources support to meet the mission of the Department of the Navy. Manpower and Personnel Officers (MPOs) are responsible for the planning and management of the Navy's most vital asset, its *people*. MPOs hold many high-profile positions to include OPNAV, BUMED, DHA, NAVMAC, HQ USMC, BUPERS, NPC, Echelon III HQs, and Echelon IV and V Readiness Commands and Units. MPOs ensure that the Navy is recruiting, training, and retaining the right quality and quantity of professionals to meet the maritime mission. MPOs ensure that budget submissions by the Department of the Navy include the right requirements for funding to recruit, to train, and to assign right quality and quantity of personnel in the right billets at the right time.

MPOs are expert staff offic-

ers and advisers providing adept guidance to decision makers in formulating optimal policies, plans, and procedures that support the Fleet, Marines, and the Joint Force. MPOs play a key role in the Planning, Programming, Budgeting, and Execution process used to allocate resources to provide capabilities deemed necessary to accomplish the Department's mission. MPOs provide oversight of the entire human capital lifecycle with accession planning, reassignment, retaining, and retirement. MPOs operate manpower data systems, prepare relevant reports, and supervise efforts focused on continuous improvement of human capital strategy. MPOs play a vital role in ensuring a medically ready force and ready medical force, and that Navy Medicine is poised for the future demands



Washington, D.C. Pictured (L-R): LCDR Joey LaBarbera, Manpower and Personnel, congratulates LCDR Daniel Brown, also Manpower and Personnel, on his promotion while Ms. Ivana Brown, his wife, watches in front of the Martin Luther King, Jr. Memorial. LCDR Brown is the current Navy Branch Military Manpower Requirements Officer, Total Force Structure Division, Capabilities Development Directorate, Marine Corps Combat Development Command.

supporting our Nation's warfighters, anytime, anywhere in the world.

MPOs are primarily recruited into the community through two duty under instruction (DUINS) opportunities. The Medical Service Corps offers a 21-month Naval Postgraduate School

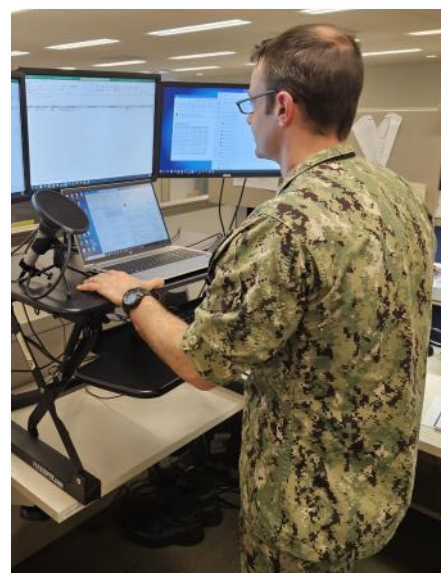
attendance leading to a Master of Science in Management with emphasis in Manpower Systems Analysis. The alternate opportunity is a 12-month fellowship at BUMED where officers experience and propose solutions to real-world human resources issues. Each of these opportunities prepare Medical Service Corps officers to lead manpower and personnel actions in complex defense organizations and to conduct rigorous analyses of human resources programs, policies, and operations.

In the past five years, MPOs provided astute leadership and oversight to support analysis of Navy Medicine's responses to inquiries within the National Defense Authorization Acts,

especially responding to the transition of "Medical Treatment Facilities to the Defense Health Agency (DHA)" and "manpower divestiture." Additionally, MPOs provided the Office of the Secretary of Defense (OSD) Cost Assessment and Program Evaluation (CAPE) and DHA, divestiture data by specialty, Defense Medical Information System (DMIS) Identifier (ID), work center Medical Expense and Performance Reporting System (MEPRS) code, and vacancy information consistent with House Resolutions (H.R.) Bill 2500. As a result of the analysis, Navy Medicine supported DHA's ability to identify and mitigate healthcare delivery gaps in service markets.

As Navy Medicine pivots to focus on operational support and readiness, we see the need for well-trained MPOs. To provide effective and enduring Navy Medicine support to the Fleet, Marine Corps, and Joint Forces in high-end competition, crisis, and combat, MPOs will be required to conduct a robust assessment of Navy Medicine's current and future Expeditionary Medical capabilities. MPOs will continue to support the organization in all phases of Force Development, Force Generation, and Force Preservation.

Falls Church, Va. Pictured (L-R): CDR Kenneth Jenkins; LT Cesar Serna; LT Anna Dolgova; LTJG Meredith Leinenweber; LCDR Kevan Mellendick; LT Kitrina Berrios; LT John Heyde; LCDR Maggie Bocian; and LCDR Michael Schermer comprise the BUMED Manpower and Personnel officers who provide critical analysis and consultation to leadership on a daily basis.



Falls Church, Va. LCDR Mellendick, MPO assigned to BUMED N1, works an analysis of billet authorizations and personnel assigned in support of a Congressional Request for Information.

If you are interested in becoming a Manpower and Personnel Officer in order to shape the future of Navy Medicine, please contact CDR Sandeep Kumar at sandeep.kumar.mil@ah20.navy.mil or LCDR Joseph LaBarbera at joseph.f.labarbera2.mil@health.mil.

"Leadership Through Service – People, Purpose, Promise!" – CDR Sandeep Kumar

FROM THE LABS

URINE RETENTION AND BLADDER RELIEF STUDIES AT NAMRU DAYTON

By: LT Alexandra Kaplan, AEP, MSC; LT Kaila Vento, AEP, MSC; & LCDR Brennan Cox, AEP, MSC
Naval Medical Research Unit Dayton (NAMRU-D)

Mission requirements in U.S. Naval aviation often necessitate long hours in the cockpit. Aviators sometimes choose to restrict fluid intake in order to avoid the need to urinate — a strategy called tactical dehydration. Insufficient hydration, however, poses problems as it can cause a variety of negative effects from increased risk of urinary tract infection to problems with cardiovascular and mental health. In aviation, mild dehydration at only 3% can result in a 40% reduction in G-tolerance. The associated decline in spatial awareness and decision-making is comparable to drunkenness. This means that even a flying ace is at risk if they aren't well-hydrated. In contrast, proper hydration improves cognitive and flight performance. Therefore, understanding the negative impacts of dehydration and how to prevent them is of utmost importance to the Navy. To address this issue, scientists at Naval Medical Research Unit Dayton (NAMRU-D) are conducting a series of human subjects research and test and evaluation studies.

The Combined Effects of Hypohydration and Hyperoxia study is investigating the physiological and cognitive impact of fluid restriction, fluid loss through exercise, heat stress, and hyperoxic

(73%) gas exposure. In the study, research participants exercise for up to two hours in the Darwin Environmental Chamber, where the temperature is set to 86-90F with 30% humidity. They do this both in a dehydrated and hydrated state. In the dehydrated condition, participants will lose $\geq 2\%$ body mass due to water loss. In the hydrated state, fluid replacement will allow the maintenance of body mass.

Participants will also be exposed to either normoxic or hyperoxic gas. Inflammatory markers in the blood (TNF- α , IL-1 β , IL-6), the concentration of the hormone erythropoietin, exercise capability, orthostatic tolerance, pulmonary function, muscular dexterity, hand grip strength, and cognitive function will be examined in both the dehydrated and hydrated states. Results will lead to a better understanding of the impacts of lack of proper hydration.

Another quasi-experimental study examines the impact of urinary retention on flight-relevant cognitive performance over a 3-hour time period. Twenty-nine participants drank 0.75 L of water and completed a psychomotor vigilance task at one, two, and three-hours following water intake. Vigilance was measured through the P3b event-related potential (ERP)

and working memory was measured through a change detection task. During the change detection task, contralateral delay activity was assessed via electroencephalography (EEG). Both performance and reaction time on the vigilance task were worse the longer participants voluntarily practiced urine retention, indicating a degradation of sustained attention that is linked to withholding urine.

Some bladder-relief devices designed for in-flight use exist and can help to mitigate some of these concerns. However, the aviator is in for some trouble if the device ever fails. That's why they must be rigorously tested before being used in a flight environment.

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Some bladder-relief devices designed for in-flight use exist and can help to mitigate some of these concerns. However, the aviator is in for some trouble if the device ever fails. That's why they must be rigorously tested before being used in a flight environment. The Unmanned Evaluation of Bladder Relief Devices for Military Aviation study has examined the survivability, safety, and functionality of a particular Aircrew Bladder Relief Device (ABRD) that had not yet been independently tested in a simulated tactical environment.

In this particular study, the ABRD is exposed to a simulated gradual climb, moderate climb, and rapid decompression in a hypobaric chamber. The device is tested both empty and with liquid delivered at a rate consistent with hu-

man elimination volumes. Device success is determined through a thorough inspection looking for any hardware or operational malfunctions.

Another study is examining the Barriers to Mission Extending Devices Among Female Aviators. This study uses a cognitive walkthrough/talkthrough method-

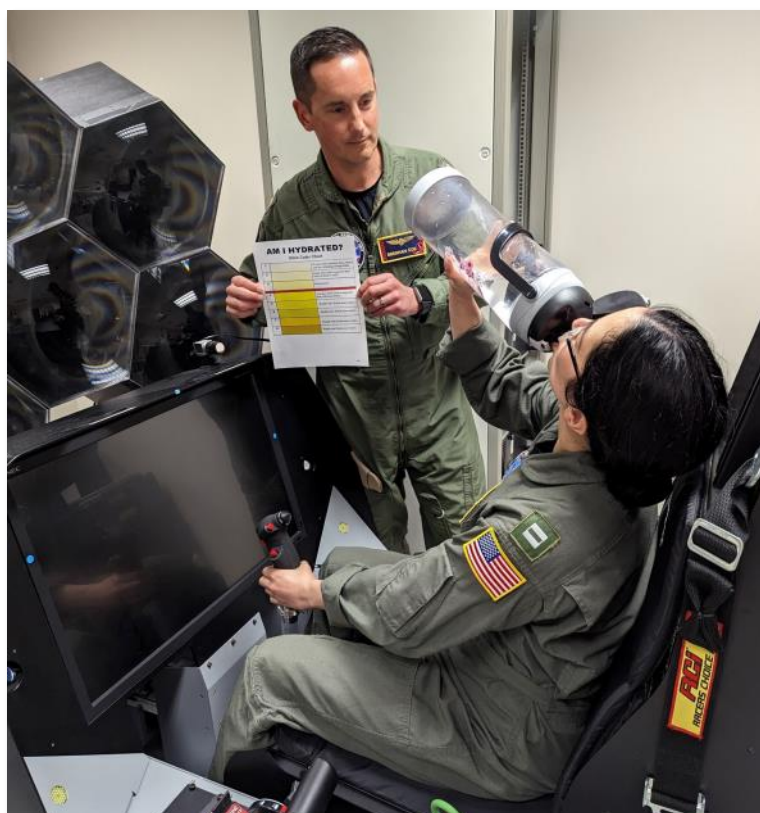
practice urinary retention and tactical dehydration to avoid using them. This study aims to determine why this is and what common fears and complaints exist regarding these validated devices.

Taken together, these studies indicate a need for increased research concerning the impact of improper hydrate. Being dehydrated reduces cognitive function essential for the complex tasks in our line of work. Being adequately hydrated but practicing urinary retention also has the same effect. There are options for bladder-relief devices, but many people choose and prefer to practice one of the other cognitively degrading options.

While proper hydration and waste elimination are basic human needs, they have met resistance in the aviation community, resulting in habitability, safety, and performance concerns.

Researchers at NAMRU-D are seeking to quantify the impact of

urine retention and tactical dehydration, as well as evaluate the usability of bladder relief devices. While these issues have not yet been solved, for many it's clear that hydration-related matters remain a number one priority.



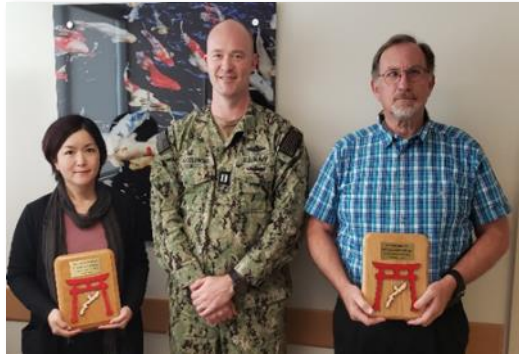
Dayton, Ohio. Pictured above (L-R): LCDR Brennan Cox, AEP #142, and LT Alexandra Kaplan, AEP #165, hydrate before powering up the bug-eye flight simulator at Naval Medical Research Unit Dayton.

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FINANCIAL MANAGEMENT

By: Jodi Philips, CDR, MSC, Financial Management Specialty Leader

LT Michael Sokolowski is a model High Reliability Leader, serving as the Comptroller at Naval Medical Readiness Training Command (NMRTC) Okinawa. Over the past three years, his day-to-day leadership style is driven by HRO principles. He has been committed to creating an HRO-focused workplace aimed at operational excellence.



Okinawa, Japan. Pictured left (L-R): Ms. Sayomi Machida, FY21 NMRTC Okinawa Junior Local National Employee of the Year; LT Michael Sokolowski, NMRTC Okinawa Comptroller; and Mr. John Burchett, FY21 NMRTC Okinawa Senior Civilian Employee of the Year.

Preoccupation with Failure & Mentorship: LT Sokolowski completed a Master's Certificate in Executive and Professional Coaching and was accepted into the first Coaching program by MyNavy Coaching team in early 2021. As a Certified Coach with the Internal Coaching Federation, he applies his skills in his daily interaction with staff across NMRTC Okinawa. This preoccupation with failure is demonstrated in team huddles where he will guide his team through box-breathing exercises, teach awareness, and walk through challenging situations by asking powerful questions to solve problems.

Sensitivity to Operations and Leadership: On 10 August 2021, the Secretary of the Navy sent a message to the Fleet highlighting the most pressing challenges to our nation: China, Culture, Climate, and COVID. Okinawa is postured at the tip of the spear pointed towards China. LT Sokolowski regularly discusses this challenge with his team. Money is the blood flowing through an organization. His team is challenged to be sensitive to operations in relationship between their efforts and the functionality of the facility and fulfillment of the mission. Should the finances be broken, the mission halts.

Reluctance to Simplify: The Department of Defense targets 2028 for the first clean financial statement audit. Three private companies are currently combing through thousands of documents and records to report findings and to push organizations to implement stronger controls. LT Sokolowski's team made a significant push towards preparing for that target date through several changes. His team spent much of FY20 analyzing and upgrading standard operating procedures (SOPs). Reluctance to simplify resulted in dozens of new SOPs and adjustments to acquisition processes to align with current financial policies and procedures. Continuing to push further towards full audit readiness, he encourages the staff to have open communication and transparency with stakeholders throughout the organization, resulting in higher transaction accountability. As a result, his team was nominated and won the Under Secretary of Defense, Comptroller Award for Team Audit.

Commitment to Resilience and Collaboration: LT Sokolowski asks his team to bring a "positive winning mindset" with them each day and to provide a solution with every identified problem. He also encourages his team to "say good things about others behind their back," meaning he doesn't just want to only see praise in public, but also for his team to mention the good things others are doing in the organization, even when they're not present. These concepts empower his team to openly discuss best practices they've encountered and to balance those against potential solutions to current challenges.

Deference to Expertise and Warfighter Readiness: NMRTC Okinawa's financial team directly contributes to Warfighter Readiness. The team builds data and communication bridges to warfighter directorates to highlight healthcare disparities, to realign resources to critical components, and to underpin efforts for future funding strategies. This information was utilized by the Combatant Commander, DHA, and BUMED when considering the future of NMRTC Okinawa. As comptrollers shift from funds managers towards key contributors to mission enhancement strategies, LT Sokolowski harnesses the high reliability principles to drive one of Navy Medicine's most successful financial teams.

STRATEGIC GOAL GROUP

High Reliability Organizations

Please check out all of our HRO LIVE Speaker Series webinars located on the MSC HRO milBook page at: <https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fnavy-msc-high-reliability-organizations-hro>

The HRO SGG is highlighting MSC Officers land high performing teams leveraging high reliability principles to implement best practices and to drive process improvements across the enterprise. "HRO in Action" nomination forms can be found at the HRO SGG MILSUITE site <https://www.milsuite.mil/book/groups/navy-msc-high-reliability-organizations-hro>. Please contact LCDR Anna Keller for more details at anna.keller@usmc.mil.

If you have ideas to help MSCs continue our journey towards a Higher Reliability Navy Medicine, please contact LCDR Brian Desiderio at brian.desiderio@usmc.mil.

Navy Culture of Excellence

The COE SGG is working on finalizing line of efforts (LOEs) that focus on the three pillars of COE:

- Psychological, physical, and emotional toughness
- Organizational trust and transparency
- Inclusion and connectedness within our Corps

In addition, the priorities of the MSC Warfighter, Professional Experts, and Leaders will be incorporated into the following LOEs:

- 1) Outreach within the community with a focus on STEM initiatives
- 2) Improvement of communication both inside and outside the Corps
- 3) Enhanced MSC roadmaps and Fast Facts for each specialty

For further information or to participate, please contact CDR Cordrick at colleen.i.cordrick.mil@health.mil.

Webinar Program

The webinar program was developed to provide MSCs information and processes for topics of interest not typically found in other courses. We have a wealth of information to assist you and those you lead.

[Record Management Overview](#) | [Selection Boards](#) | [NML&PDC Lunch & Learn Record Management](#)

[Reading the Board Convening Order](#) | [ODC](#) | [OSR](#) | [PSR Part 1](#) | [PSR Part 2](#)

[NML&PDC Lunch & Learn FITREP Writing](#) | FITREP Writing: [Part 1](#) (Recently Updated w/ eNAVFIT) & [Part 2](#)

Featured Webinar: [DUINS \(Duty Under Instruction\) Application Process](#)

Webinar Archive: [milSuite \(All Webinars\)](#) | [YouTube \(new webinars\)](#)

Have a topic you would like developed or interested in joining the team?

Contact LCDR Adam Preston at adam.preston.2@us.af.mil.

MSCs IN FOCUS

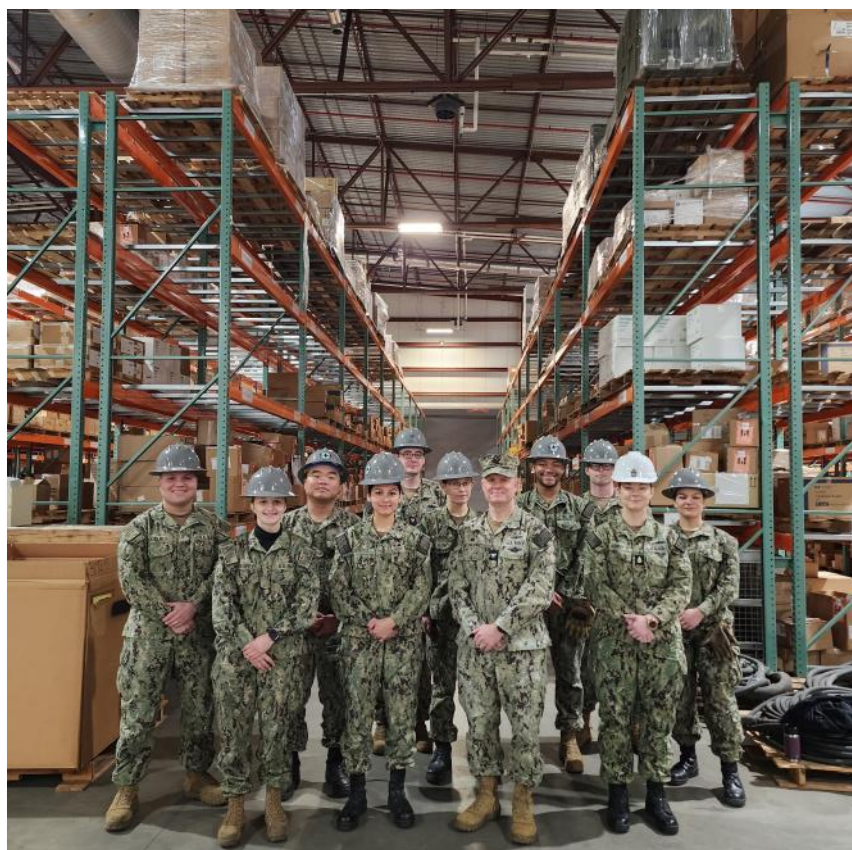


Williamsburg, Va. Pictured above: RDML Matthew Case, MSC, USN, Commander, Naval Medical Forces Atlantic, and the Senior Market Manager of the Tidewater Military Health System, along with CAPT Carolyn Rice, NC, USN, Deputy Commander, Naval Medical Forces Atlantic, visit Naval Medical Readiness Logistics Command and Detachments to chat with Sailors on Temporary Additional Duty to Williamsburg to perform critical functions including disposition of obsolete material, inventory, maintenance and reassignment of medical equipment. These Sailors, who have been assigned here from NMRTCs Bremerton, San Diego, Pensacola, Portsmouth, Bethesda, and EMF-Juliet, have been at the forefront for the assembly of the Navy's first En-Route Care System (ERCS) and the Expeditionary Resuscitative Surgical System (ERSS) designs. To date, the team has completed maintenance actions on and certified for use 233 lifesaving pieces of equipment, dispositioned 30,185 items, with 2,480 items having been redistributed to other platform builds, and 40,209 items having been spot-inventoried. These efforts provide real-time asset visibility to the Navy Surgeon General and will play a critical role in providing prepositioned medical assets to Combatant Commanders and theatre commanders around the world in support of not only our Servicemembers and allies, but also for humanitarian efforts and disaster relief.



Norfolk, Va. Medical Planners for Large Scale Exercise 2023 attend the Mid-Planning Conference. Pictured left, Front row (L-R): CDR Kristina Carter, NR-C3F, POMI; LT Bryan Eldredge, OPNAV N0931D, POMI; LT David Taylor, 2d MedBn, NC; LT Eric Manuel, CNE/CNA/C6F, POMI; and CDR Rommel Flores, C2F/NATO JFC NF, POMI. Second row (L-R): CDR Pamela Klepac-Tulensru, USFFC, POMI; LCDR Mickenzie Pearson, II MEF/2d MEB, POMI; CDR Timothy Welsh, 2d MAW, POMI; and LCDR Marc Haines, USFFC, POMI. Third row: HM1 Jeremy Sprague, 2d MLG, Field Med Service Technician. Not Pictured: LCDR Joshua Moore, NMFL, HCA.

Cheatham Annex, Williamsburg, Va. Sailors pause from dispositioning, labeling and other inventory activities during warehouse operations facilitating expeditionary medical and forces afloat to receive materiel necessary for mission success. They also participated in the Naval Medical Readiness Logistics Command's Black History Month Interactive Presentation given by Mr. Matthew Headrick, Hampton Roads Navy Museum. Pictured right (L-R): LSSN Rolando Diaz-Arce, NMRTC Bremerton; LSSA Elise Seavey, NMRTC Pensacola; LSSA Denver Pascua, NMRTC San Diego; LSSA Dayra Benitez, NMRTC San Diego; LS2(SW) Charles Robinson, NMRTC Portsmouth; RSSA August Hirsch, NMRTC San Diego; CAPT Matthew Marcinkiewicz, Commanding Officer, Naval Medical Readiness Logistics Command and Detachments Williamsburg; LSSN C. L. Williams, NMRTC Portsmouth; LS3 Christian Thomas, EMF-Juliet; LSC(SW/AW) Samantha VanWhy, Naval Medical Forces Atlantic; and LSSN Jasmine Coleman.



Djibouti Africa. Pictured below (L-R): LT Marie Esther Congo, HCA; LTJG Christian Mewes, Physician Assistant; LT Christopher Chism, Physical Therapist; LTJG Furaha Rwatambuga, Environmental Health Officer; LTJG Jacob Underwood, Entomologist; LT Alexandria Kesterson, Microbiologist; and LT Kyna Pak, Clinical Psychologist, are shown deployed to Camp Lemonnier.



MSCs IN FOCUS

U.S. NAVAL INSTITUTE'S DARE INNOVATION WORKSHOP

Hosted by the U.S. Naval Institute at the San Diego Convention Center this past February, the DARE Innovation Workshop is a one-of-a-kind, invitation-only event that convenes a diverse group of emerging Naval, Marine, and Coast Guard leaders, pairs them with a like number of high-performing young civilian counterparts, and uses design thinking to generate creative solutions to national security and organizational challenges. Challenge questions presented rotate between the Chief of Naval Operations (CNO), the Commandant of the Marine Corps, and the Commandant of the Coast Guard. This year, the CNO addressed two themes: Force Design and Talent Management. LCDR Jessica Atterbury (POMI) and LCDR Michael Ackman (POMI) were invited to attend to address the topic of Force Design. Out of the team of 32 to tackle Force Design, LCDR Atterbury was selected as one of four to present their proposals to the CNO.



San Diego, Calif. LCDR Jessica Atterbury, POMI, with Admiral Mike Gilday, Chief of Naval Operations, following her presentation.



San Diego, Calif. Pictured above (L-R): LCDR Michael Ackman and LCDR Jessica Atterbury, both POMIs, attend the U.S. Naval Institute's DARE Innovation Workshop.



San Diego, Calif. LCDR Jessica Atterbury, POMI, briefs Admiral Mike Gilday, Chief of Naval Operations, at the U.S. Naval Institute's DARE Innovation Workshop.



"Being surrounded by so many talented and hardworking people who want to see real change in our Navy is awe-inspiring. The CNO couldn't have been more receptive and amicable. It was obvious he really cared what we developed as a team. LCDR Ackman and I are both invested in the idea that the Navy should re-integrate Seaplanes as a multi-mission, multi-domain platform. We were happy to find that our Force Design team agreed. Presenting an idea you are passionate about to the very top was surreal." – LCDR Jessica Atterbury



Yokosuka, Japan. CAPT Brandon Hardin and LT Jarrett White had an opportunity to conduct a PERS visit at U.S. NMRTC Yokosuka. The visit included a PERS brief, mentorship, and record reviews with MSC officers to discuss future assignment possibilities. LT White met with command leadership to discuss manning and better understand their priorities and shortfalls. Pictured above (L-R): LT Jeremy Wilkinson, HCA; LCDR Jaime Zhunepluas, IT; LCDR Qingyuan Cao, DCSS/Pharmacist; LCDR Mark Deban, Optometrist; LCDR Matthew Thomas, Audiologist; LT Bianca Gabriel, HCA; LT Jonathan Wilson, Audiologist; CDR Samuel Jarvis, DHB/Optometrist; LT White, Placement/HCA; LCDR Kaia Robinson, Comptroller/HCA; CAPT Hardin, Pharmacist/Lead MSC Detailer; LT Toni Taylor, HCA; LT Tya Rowe, Dietitian; LT Christie Cross, OT; LT Nicole Johnson, HCA; LTJG Corinna Dorais, Dietitian; LT Ara Gutierrez, Lab; CDR James Speitel, Rad Health; LCDR Angel Camacho, ADFA/HCA; CDR Dario Morgan, DFA/HCA; and LT Natasha Meadows, HCA.

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The Medical Service Corps supports Navy Medicine's readiness and health benefits mission. It is the most diverse Officer Corps in Navy Medicine with 31 specialties organized under three major categories: Healthcare Administrators, Clinical Care Specialties, and Healthcare Scientists. There are over 3,000 active and reserve MSC Officers that serve at Military Treatment Facilities, on ships, with the Fleet Marine Force, with Seabee and special warfare units, in research centers and laboratories, in a myriad of staff positions with the Navy and Marine Corps, and with our sister services around the world.



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